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29 July 1966

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report/Chiefs of Station Seminar No. 7
5 - 15 July 1966REFERENCE : Course Report/Chiefs of Station Seminar No. 6
dated 23 May 1966

1. The 7th running of the COS Seminar was held at Headquarters in Room 1A-13 from 5 - 15 July 1966 (See Course Schedule - Attachment A). Nine officers took the course, ranging in grade from GS-13 to GS-16 and representing five divisions (NE, EUR, FE, WH, and AF). Their average age was 42, their average length of service in the Agency was fourteen years, and their average grade was GS-14.2 (See Roster - Attachment B). One of the students attended only the second half of the course since he had already attended the first half of COS Seminar No. 6. Only one of the students had attended the National Interdepartmental Seminar. Two of the students had completed full tours of duty with the Office of Training.

2. Although we were at first somewhat doubtful that this Seminar would prove to be productive in view of the relatively small number of students registered (9), in the event the group turned out to be very lively and almost all sessions were marked by spirited exchanges of questions and comments. As a matter of curiosity, the Chief Instructor kept fairly accurate notes on the number of questions and/or comments directed by the class to the speakers and found that of the 45 presentations, five of them were marked by 30 or more student questions, seven - by 20 or more questions, and 12 - by ten or more questions. Of the remaining presentations, several were such as not to lend themselves to much questioning from the floor (for example, the DDP presentation was itself based on written questions from the students prepared in advance and it took the DDP just about a full hour to reply to them, leaving very little time for additional questions). In sum, we were pleased with the degree of intra-class communication observed during this running of the course. Again, the presence of two or three senior officers about to depart for stations involving above-average responsibility served to maintain a high and mature level of inquiry into the many problems facing a COS,

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and I feel that those in the class with less experience benefited considerably from the repeated exchanges of experience among these more senior officers. I would suggest that the DDP bear this factor in mind in enrolling students in future courses. The point is that we need at least a couple of experienced COS's in the course to serve as catalysts for discussion. In other words, we would expect that in the case of a few of our students, it would be accurate to say not so much that they need the course but that the course needs them.

3. Given the fact that this running of the course was, we think, fairly successful, we believe that the minimum registration for the course can be safely reduced to eight, but we would still make the caveat that those registered in the course ought to have firm assignments overseas, otherwise the motivation to participate actively in the course discussions will be lacking. We propose to run the course four times per year in the future rather than three times, and the schedule for the coming academic year now stands as follows: COS No. 8, 31 October - 10 November 1966; COS No. 9, 9 - 20 January 1967; COS No. 10, 17 - 28 April 1967; and COS No. 11, 19 - 26 June 1967. These dates have been chosen specifically so as not to conflict with the National Interdepartmental Seminar which course is also normally required for officers designated for the first time as Chiefs of Station.

4. The following notes are included in this course report as reminders to the Chief Instructor when he begins to organize the next running of the course.

A. Some of the students in the last course suggested that an appearance by the Deputy Director for Support in the course would be valuable, and this should be seriously considered for the next running.

B. There seems to be general agreement that we cannot ask the students in this course to engage in any form of serious operational research, because the time for this is simply not available. The best substitute for this seems to be to ask each student to make a ten-minute presentation before the class outlining some major operational or administrative episode out of his own experience. We could by this means engage in serious experience-sharing which is so vital a part of this course, and still not impose an unacceptable burden on the time of officers who are busy processing out for the field. We plan to experiment with this during the next running.

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C. The following presentations should be increased in length:

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(1) Mr. [REDACTED] presentation on the estimates function should be increased to 90 minutes.

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(2) Mr. [REDACTED] presentation on the fitness report, increased to 90 minutes.

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(3) Mr. [REDACTED] presentation on communications, increased to 90 minutes.

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(4) Mr. [REDACTED] should be given two hours since his presentation on personnel services is always so well received.

(5) The presentation on records flow (records management at the station) should be 90 minutes.

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(6) The [REDACTED] presentation deserves 90 minutes.

D. New units should be arranged and added to the course on the following subjects:

(1) Fifteen minutes should be devoted to an outline of the Training Assistance Staff facilities of interest to the field.

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(2) An hour's discussion should be added on the problems of [REDACTED]

(3) Another hour should be added on problems dealing with local liaison.

(4) A presentation should be worked up on the [REDACTED] findings, identifying lessons relevant to Chiefs of Station. 25X1A6a

(5) Ambassador McIlvaine should be replaced by Ambassador Timberlake in this course. We understand that Ambassador Timberlake has now been assigned to the Department to head a committee on police programs in Latin America. Timberlake has no complexes about CIA and would, I think, make an excellent contribution.

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(6) A unit of instruction should be added on current general philosophy of double-agent handling, probably best done by Mr. [REDACTED] of SB Division.

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(7) Dropped from the 7th running of the course because of the 4th of July holiday were the presentations by [REDACTED] on the [REDACTED] and by Mr. [REDACTED] the International Communism Movement. These units should be restored to their rightful places in the course.

25X1C2a

(8) An earnest effort should be made to have all CS Division Chiefs appear at the course. One of the principal needs felt by our students is to hear top management state plainly how they believe a field station should be run, and we believe that this course is an excellent forum for this purpose. We are pleased to report that all Division Chiefs so far contacted for appearances at this course have been more than willing to cooperate.

E. Miscellaneous Notes

(1) The reception for the class scheduled last time was cancelled for lack of customers, mainly because we did not announce it far enough in advance. I still believe that the idea of holding a reception about the second day of the course in the Executive Dining Room is a sound pedagogical procedure, and I would plan to issue invitations to the students well in advance of the next running of the course.

(2) The Chief Instructor should be sure to have a complete set of FI Staff publications available in the classroom in the next running of the course for the convenience of students whose curiosity about them is aroused by our speakers.

(3) In concert with C/FI/D, it probably would be better to re-phrase the questions which he brought to the last running of the course, and to present them to the class in True-False objective-quiz form the day before the FI/D presentation, the object being to identify areas of ignorance and stimulate questions.

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F. Semantical Note

Concerning the definition of the word "seminar", it is plain that most people believe that the word denotes a sort of informal discussion not preceded by any particular amount of study. This was brought out once again in a comment written by one of the students at the last running who in answer to the question "Should we make more use of the method whereby students research solutions to problems in a presentation to the group?", stated "engaging in research of problems would take the course out of the context of the seminar". (sic)

5. I hope it is not out of order to note here that, among the very fine presentations to this course, that by Mr. [REDACTED] on "problems involved in [REDACTED] has tently been praised most highly by the students. I believe this is because [REDACTED] combines three ingredients, namely, 1) a most thorough knowledge of his subject matter; 2) a contagious enthusiasm about doing something about the problem; and 3) an ability to relate his material clearly to the general frame of reference within which the COS must move, work and have his being.

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6. Administration. We encountered no problems on this score during this running of the course. We have taken active steps to get sound-proofing put on the classroom doors of Room 1A-13 at Headquarters in order to cut down on distracting noises from the corridors.

7. Finally, tape recordings were made of the presentations by Ambassador McIlvaine and by Messrs. [REDACTED]. Copies of the latter three tapes have been forwarded to [REDACTED] at the request of the Director of Training for the background information of the instructional staff there. (See Questions for the DDP - Attachment C).

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8. Attached is one set of student critiques.

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9. Two presentations originally scheduled for the course were cancelled, that by Mr. [REDACTED] at his request because of his suddenly impending reassignment, and that by Mr. [REDACTED] at his request because the subject [REDACTED] was not relevant to the course. On the other hand, three presentations not originally scheduled were added, namely Mr. [REDACTED] on Task Force Management, Mr. [REDACTED] on

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functions of the Covert Action Staff, and [REDACTED] on the functions of the [REDACTED]. We also enjoyed the opportunity to chat informally with Messrs. [REDACTED] on problems of communicating with Headquarters by cable. Mr. [REDACTED] presentation on "COS and Nation-building" was inadvertently omitted from the schedule.

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[REDACTED]
Chief Instructor

Attachments: (w/orig only)
A. Course Schedule
B. Student Roster
C. Questions for the DDP
D. Student Critiques

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Distribution:

Orig - DTR
1 - DDP/TRO
1 - C/OS/TR
1 - R/TR
1 - HT/OS/TR

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ROUTING AND RECORD SHEET

SUBJECT: (Optional) Course Report - COS Seminar No. 7 5 - 15 July 1966				6851	
FROM: [REDACTED] Chief Instructor		25X1A9a		EXTENSION 2065	NO. 05933 B Hr-0396E
					DATE 29 July 1966
TO: (Officer designation, room number, and building)		DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
		RECEIVED	FORWARDED		
1. A DDTR		1 Aug		8	<p>5: Your copy attached.</p> <p>3-5, 6, 7.</p> <p>Of interest. Please note para 2 + 3.</p> <p>Attachment 5 gives individual student critiques of the course.</p> <p>5-8 - I am concerned about Para 1 - give me a call & we'll talk about this - R</p> <p>8 Aug: Returned per our telegram 1020/8 Aug 66 Jimmy</p>
2.					
3. DTR		3 Aug 66		JR	
4.					
5. DDP/TRO 3 C 29 Hqs.		1 AUG 1966	5	R	
6. DDP/TRO					
7. DDP					
8. SA/DDP		8 AUG 1966	8 Aug	R	
9. DDP/TRO		8 AUG 1966	8 AUG 1966		
10.					
11.					
12.					
13.					
14. C/OS/TR Rm. 620, 1000 Glebe		15 Aug		BC	
15. CH/OS/TR					

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ORIGINAL DOCUMENT MISSING PAGE(S):

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